

GLOBAL DIVERSITY MANAGEMENT: THE ROLE OF AFFINITY GROUPS IN ADAPTING MULTINATIONALS' DEI STRATEGIES TO SUBSIDIARIES' LOCAL CONTEXTS

ANA CAROLINA TALARICO

ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO PAULO DA FUNDAÇÃO GETÚLIO VARGAS

JORGE MANOEL TEIXEIRA CARNEIRO

ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO PAULO (FGV-EAESP)

Agradecimento à órgão de fomento:

This study was financed in part by the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior - Brasil (CAPES) - Finance Code 001.

Introdução

Organizations face a challenge regarding diversity management. Diversity, equity and inclusion (DEI) strategies differ from traditional corporate strategies in their focus; while the latter focus on competitive advantage and improving corporate performance, DEI strategies entail a broader social and ethical rationale (George, Haas, McGahan, Schillebeeckx & Tracey, 2023). Multinational companies (MNCs) face an additional challenge in the formulation and implementation of DEI strategies because of the geographical dispersion and psychic heterogeneity among subsidiaries in their different local c

Problema de Pesquisa e Objetivo

By understanding how diversity, equity and inclusion strategies are implemented in multinational companies and their subsidiaries this study aims at advancing the research on DEI management in International Business. Given the complexity of implementation of diversity strategies, this study is guided by the following research question: How are MNCs' DEI strategies adapted to subsidiaries' local contexts?

Fundamentação Teórica

Strategy implementation
Strategy implementation in multinationals
DEI strategy implementation and global diversity management

Metodologia

To examine how multinationals implement their diversity and inclusion strategies from headquarters to subsidiaries and specifically to understand how DEI strategies are adapted to local contexts of diversity in order to achieve success, a multiple case study design was employed that covers headquarters and subsidiaries of seven multinational corporations. These cases provide insight into how DEI strategies are implemented, from headquarters to subsidiaries, capturing diverse situations and offering a comprehensive examination of the implementation process.

Análise dos Resultados

In order to understand how DEI strategies were implemented (i.e., cascaded down the geographies and hierarchies and adapted) in multinationals.

Interviews were coded, conducted in stages, starting with open coding to identify main themes and assign each one with the corresponding code.

Conclusão

This study reveals a substantial impact of employee resource groups (ERG) centered in diversity dimensions in DEI initiatives within subsidiaries, serving as crucial agents in tailoring diversity guidelines from headquarters to local context. The findings offer insights into the efficacy of participative frameworks, illustrating how affinity groups can formulate DEI initiatives within the organization, particularly in situations in which the DEI corporate structure is limited or absent. This research enhances the theoretical foundation of DEI strategies by presenting the shift from traditional

Contribuição / Impacto

From a practitioner standpoint, this research provides guidance for HR and DEI managers to improve their DEI efforts. By unveiling the role of affinity groups, the study shows the significance of these groups in facilitating and promoting the implementation of effective DEI initiatives, particularly in foreign subsidiaries that do not have a specific DEI corporate structure.

Referências Bibliográficas

Weiser et al.